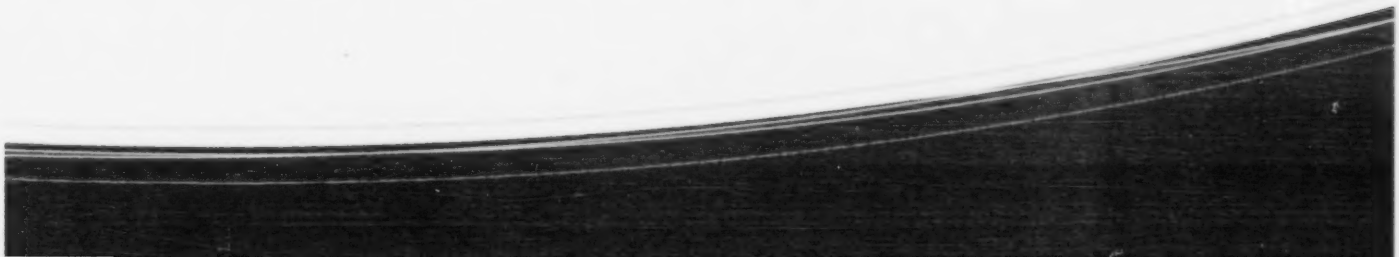
Newfoundland
Labrador

Office of the Executive Council

ANNUAL REPORT 2007-08



Message from the Premier

I am pleased to present the Annual Report of the Office of the Executive Council for fiscal year ending March 31, 2008.

In presenting this report, I provide you a summary of the achievements of the Office of the Executive Council (OEC) in meetings its goals and objectives, as outlined in the 2006-08 Activity Plan. A comparison of actual to planned results is provided, as well as the 2007-08 financial information.

The 2007-08 year marked the second and final year of the 2006-08 Activity Plan. During this timeframe, the OEC has moved forward in a number of key priority areas. Significant accomplishments have been made in relation to the enhancement of government policy capacity, the effectiveness of government communication practices and the implementation of the *Transparency and Accountability Act*. I am pleased with our progress to date. The results illustrate the dedication and commitment of our employees and I would like to thank all involved for their contributions.

Our government has worked diligently over the course of our mandate, to improve the social and economic well being of Newfoundlanders and Labradorians. We have made tremendous progress and we look forward to continuing our success in the years ahead.

In maintaining our commitment to responsible fiscal management, transparency and accountability, this report was prepared under my direction in accordance with the *Transparency and Accountability Act*. As Premier, I am accountable for the results reported in this document.

Honourable Danny Williams, QC
Premier

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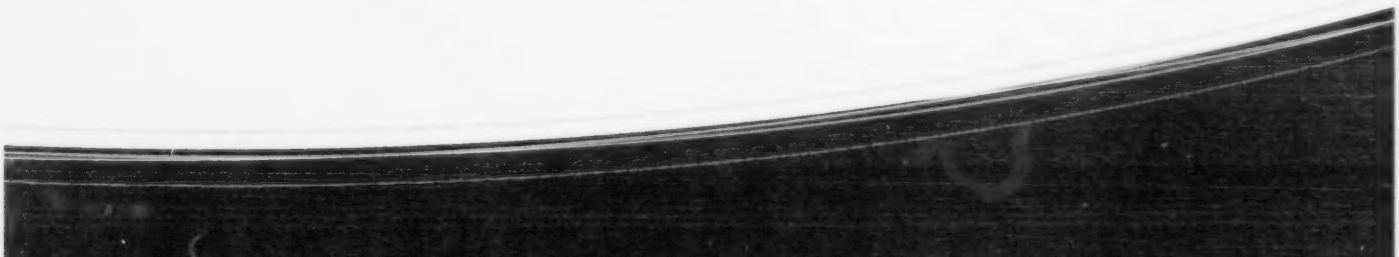

INTRODUCTION

In fulfilling its commitment to being accountable to the citizens of Newfoundland and Labrador, government introduced the *Transparency and Accountability Act* (the *Act*). In 2005 the Office of the Executive Council (OEC) initiated the development of its first Activity Plan under this *Act*. This plan covered the 2006-08 time period and identified the key priorities of the OEC for these two fiscal years. The 2006-07 Annual Report was developed based on progress achieved in that year and was tabled in the House of Assembly. This document reports on the success of the department for 2007-08 fiscal year.

This year also marks the end point for the 2006-08 plan and, therefore information related to the achievement of the overall goals is required. Within the **Report on Performance** section, information is provided on the accomplishments specific to the 2007-08 fiscal year as well as the overall success of the two-year goals outlined in the plan.

Consistent with the intention of the *Transparency and Accountability Act*, it is anticipated that the information provided in this report will serve to better inform the public on the results achieved with respect to the key priorities of the OEC.

Note to the Reader

For the purpose of this annual report, the Office of the Executive Council includes the Office of the Clerk of the Executive Council and Cabinet Secretariat, the Lieutenant Governor's Establishment, the Transparency and Accountability Office, the Communications and Consultation Branch, the Protocol Office, the Strategic Human Resource Management Office, and Financial Administration. Other central agencies of Executive Council including Women's Policy Office, Intergovernmental Affairs, Rural Secretariat, Office of the Chief Information Officer, and the Public Service Secretariat have each developed separate annual reports to independently inform the public about their respective results.

Overview

The mandate of the OEC is to directly support the Cabinet decision-making process and to facilitate effective government policy development and service delivery processes. It is derived from government direction and informed by numerous pieces of legislation (see Appendix I). The mandate is fulfilled by offering two principal lines of business to its primary clients. These clients include the Premier, Cabinet and its Committees, government departments and public bodies, and foreign governments. The lines of business are as follows:

1. Support to the Premier, Cabinet and the Public Service:

Premier and Cabinet

The OEC is the agency of the public service which provides support to the Premier in his role of setting overall government policy and coordinating initiatives brought forward by Ministers. The OEC is also the primary support for the Cabinet and its Committees. This role incorporates the preparation of briefing materials, the coordination and facilitation of Cabinet meetings, and the maintenance of Cabinet records.

Coordination

The OEC is responsible for coordinating policy activities, the development of responses to government level issues, and as required, the implementation of strategic directions related to horizontal initiatives. Through various coordination efforts, staff also ensure consistency in the application of government policies and procedures.

Planning and Reporting

The OEC provides facilitative and supportive services to provincial government departments and public bodies in the development of multi-year performance-based plans. The OEC also reviews multi-year performance-based plans and annual performance reports to provide feedback on the degree to which these documents comply with the *Transparency and Accountability Act* and to ensure consistency with government's overall agenda.

Organizational Development

The OEC works to ensure that the public service has the capacity and readiness to implement directions of government. This is carried out by focusing on priority areas such as enhanced policy capacity within government, the effective implementation of government's Human Resource Management Strategy, recognition of excellence, and executive development. Executive development includes, but is not limited to, providing secondment and other professional development activities which target learning and development in a variety of areas such as governance, planning and reporting, and policy analysis.

Communications and Consultations

Strategic communications advice and support are provided to the Premier and Cabinet. The OEC also manages government's corporate communications function and coordinates communications activities across government. This role includes developing communications and consultation policy and procedures, advising on communications and consultation planning, providing multimedia communications support, and managing information collection and distribution services (including media monitoring, public opinion research and news release distribution).

2. Support to Lieutenant Governor and Other Dignitaries

The OEC provides executive, administrative, and household support to the Lieutenant Governor. The OEC advises government members and departments on official matters of provincial, national and international protocol and organizes state and ceremonial events. It also organizes itineraries for visiting diplomats, heads of state, senior government representatives and other visitors, and coordinates flag and regalia ceremonies and protocols for local and national events.

In adition to the two lines of business, within the Office of the Executive Council corporate services activities are provided by the Strategic Human Resource Management and Financial Administration Divisions. The Strategic Human Resource Management Division provides human resource management advisory and consultative services to the Office of the Executive Council. The divisional team plans, develops and delivers programs, policies and services in the areas of employee relations, human resource planning, integrated disability management and organizational development.

The Financial Administration Division provides financial management and advisory services to various departments/divisions within the corporate structure. Responsibilities for the Financial Administration Division include ensuring internal controls are in place, providing a level of accountability to each Deputy Minister/equivalent, providing financial management and advisory services to executive, supporting and informing the executive decision making within the departments, meeting deadlines as set by sources outside the division, providing financial training to applicable staff within the departments, and processing financial, purchasing and budgetary documents as required.

Core Values					
Accountability	**Integrity**	**Innovation**	**Judgment**	**Respect**	**Quality**
Each individual takes responsibility for their actions while adhering to deadlines, schedules, and timeframes.	Each individual ensures the provision of accurate, unbiased advice and adheres to the confidentiality associated with the OEC.	Each individual exercises readiness to respond to changing priorities and identifies opportunities to address challenges in new ways.	Each individual uses knowledge of policies, practices, and client needs as a foundation for all activities.	Each individual listens to and considers the ideas and opinions of others and works collaboratively to achieve results.	Each individual maintains established standards in all activities.

Staff and Expenditures:

The OEC had a staff complement of 68 (72% female and 28% male) and spent approximately $5.55 million for fiscal year ending March 31, 2008. The details are as follows:

Central Agency	Staff Complement	2007-08 Expenditures
The Office of the Clerk of the Executive Council and Cabinet Secretariat	26	$2,326,231
Lieutenant Governor's Establishment	11	$643,486
Communication and Consultations Branch	8	$735,242
Financial Administration and Strategic Human Resource Management	20	$1,606,914
Protocol Office	3	$234,771
TOTAL	68	$5,546,644

(Source: Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2008)

Vision and Mission

The vision of the Office of the Executive Council is of a responsive Provincial Government with coordinated and effective decision-making and communication processes.

The Office of the Executive Council is fundamentally responsible for supporting the decision-making processes of government. As a function of this role, the OEC must ensure that the government has the best advice and information in order to make informed decisions. To this end, our mission statement is as follows:

By 2011, the Office of the Executive Council will have improved the capacity of the public service to provide advice to government in the support of good decision-making.

Measure: Improved capacity to support good decision-making

Indicators:

- Increased policy capacity (including policy development, evaluation, review and analysis)
- Provided leadership for communications and enhanced integration of strategic planning into the management of the public service
- Provided leadership for government's Human Resource Management Strategy in the areas of Learning and Development, Managing Human Resource Supply/Demand Requirements, Managing the Human Resource Function, Internal Communications and Work Planning
- Enhanced information management to support thorough analysis and informed decision-making

This mission statement is founded upon the need to ensure that the public service is positioned to support effective decision-making. It represents the priority focus of the OEC over two planning cycles (2006-08 to 2008-11) and therefore will be reported on in its entirety in the 2010-11 Annual Report. It should be noted, however, that significant progress has been made to date including the following noteworthy items.

- Implementation of new government-wide planning and reporting processes which inform entity practices and support decision-making at the strategic, operational and individual levels.
- Continued efforts to increase policy capacity through networking, training and development, performance measurement monitoring and customized feedback.
- The corporate Executive Development Strategy has been approved, and in February, 2008 the Executive Development Strategy was launched.
- Implementation of electronic dissemination of documents where possible.

SHARED COMMITMENTS

Shared commitments represent those results that could only be achieved with the participation and actions of partners – activities that are internally driven, but in many cases, carried out by external partners. In much of the work of the Office of the Executive Council, partners are integral to ensure effective delivery of the objectives of the Activity Plan, simply due to its nature as a central agency. On a daily basis, the Office of the Executive Council works with its partners to effectively carry out the work of government.

The following shared commitments summarize a number of initiatives that occurred during the 2007-08 fiscal year.

By March 31, 2008, all categorized government entities (approximately 160) were fully compliant with the *Transparency and Accountability Act*.

The Transparency and Accountability Office continued to work with departmental and public body planners to implement processes required under the *Transparency and Accountability Act*. The support services provided by the OEC combined with the commitment of departmental and public body partners have resulted in successful implementation of transitional requirements of the *Transparency and Accountability Act*. Strong relationships between OEC and departments continued and this allowed on-going development of performance-based planning and reporting processes.

A key commitment that is shared with departments is the enhancement of policy capacity. As a central department, the OEC is well positioned to assess and support overall policy needs of government. By working with partners such as the Centre for Learning and Development, the OEC and the Clerk of the Executive Council play a leadership role in the development of supports which are responsive to the evolving needs of government.

Another shared commitment is human resource development. The Office of the Executive Council plays a leadership role in improving the human resource capability of the public service through overall direction and support of the key human resource management strategies of government. Overall government success is critically dependent on the human resource planning and development functions of individual departments. The progress for 2007-08 in this area is discussed under Issue 3 on page 20.

REPORT ON PERFORMANCE

The following sections provide an overview of the results achieved during the 2006-08 planning cycle. For each issue, performance information is provided for both the 2006-08 goal and the 2007-08 objective.

Issue 1: Policy Capacity

The Office of the Executive Council coordinates and facilitates the implementation of many public policy initiatives. It plays a leadership role in ensuring that government's policy capacity is optimized to facilitate effective decision-making. Individual departments also have an important part to play in fostering policy capacity, particularly relating to the development, analysis, review, and implementation of specific departmental policies.

As the demands on government increase and decision-making processes become increasingly complex, the OEC is able to play a key role in assessing changing policy capacity needs. From a central agency perspective, the OEC can support the building of policy capacity within individual

departments and also lead the development of infrastructure and processes to support increased policy capacity for matters which cross departmental boundaries. Through a number of processes, the OEC provides advice on new and emerging policy initiatives and coordinates opportunities for collaboration and information sharing which ultimately contributes to the effectiveness of government policy. During 2006-08 the OEC was focused on leading an increase in policy capacity within government. The efforts were two-fold, first to support infrastructure within individual departments, and secondly to avail of opportunities to build capacity across government for government-level policy initiatives. The successes reported below contribute to a strategic direction of government focused on improved effectiveness and efficiency.

Goal 1: By March 31, 2008 the Office of the Executive Council has increased policy capacity within the public service.

Measure: Increased policy capacity

Indicators	Accomplishments
Infrastructure required to support improved policy capacity is in place	In the period leading up to the 2006-08 planning cycle, many government departments had identified a need for additional policy resources in order to enhance decision-making processes. In response, the OEC has led significant investments in new positions and continued assessment of policy structures within departments. Procedures are now in place to support ongoing assessment of both policy infrastructure and training requirements for executive and staff. By having these processes in place, the OEC is able to make informed decisions regarding the need for appropriate supports on an ongoing basis.
Communications channels to support the continued development of policy capacity are in place	Policy capacity has been identified as a key developmental priority for government. This message is reinforced through various communication interfaces: • The Clerk of the Executive Council regularly meets with Deputy Ministers. • Cabinet Officers speak directly with departmental executives. • The Transparency and Accountability Office (TAO) meets regularly with Directors of Policy and policy staff. In addition, TAO works directly with the executive of many public bodies. These multiple interfaces allow collection of better information regarding policy gaps, identification of areas for improvement, and the provision of one-on-one policy supports.

Indicators	Accomplishments
Policy infrastructure is implemented	In response to increasing complexities associated with the development of effective provincial policy, government has implemented a number of comprehensive, government-wide initiatives. These government-wide initiatives provide a standardized approach to complex policy issues. These initiatives include but are not limited to new legislated planning and reporting requirements, the application of a number of policy lenses, the Red Tape Reduction initiative, processes for the monitoring of government commitments, new financial control processes, and a number of horizontal planning initiatives. This has lead to the requirement for the restructuring of policy divisions and/or positions to meet these expanding roles. In many cases, there has been a reassignment of resources on a priority basis. Through the mechanisms established by Cabinet Secretariat and the Transparency and Accountability Office, the OEC is able to play a leadership role in assessing and responding to policy needs, particularly with respect to cross-departmental policy issues. Over the past two years departments have been supported in adjusting policy positions and redefining roles and responsibilities. Policy divisions within government now have infrastructure in place to respond to changing policy requirements. In addition, efforts are underway to both collect and share best practices as divisions find new and innovative ways to address changing policy demands. In collaboration with the Centre for Learning and Development and the Public Service Secretariat, the OEC has supported the development of a number of tools/resources which also support increased policy infrastructure i.e., the revision of modules for the Resource Management Package, the development of executive orientation modules and development of materials for the Executive Cafes. Finally, to support ongoing policy infrastructure monitoring, a project plan has been approved for future detailed review work in 2008-09.

The successful implementation of enhanced policy infrastructure was due in large part to the performance targets met during the 2007-08 fiscal year. The activities described below for 2007-08 while intended to build upon 2006-07 initiatives, were also focused on internal re-assessment to determine future direction of this initiative. As a result of this assessment, capacity building remains a strategic direction of the OEC and is included in the 2008-2011 Activity Plan. The specific results achieved during 2007-08 are outlined below.

2007-08 Objective: By March 31, 2008, the Office of the Executive Council has continued implementation of a capacity building framework.

Measure: Continued implementation of a capacity building framework

Indicators	2007-08 Accomplishments
Further policy capacity building initiatives and linkages are implemented	The NL Policy Site was regularly updated for new registrants and local market development opportunities. The Clerk of the Executive Council provided leadership to the executive development strategy which was launched February, 2008 through the Centre for Learning and Development. In addition, an executive orientation handbook was developed and an accompanying program was put in place to ensure that all new executive are briefed on requirements and resources available. Linkages between the OEC and accountability coordinators/policy divisions continue to be maintained and reinforced. During 2007-08, direct training was provided throughout government and initiatives were established to build capacity in results based management. Efforts during the year were predominantly focused on internal orientation and capacity building. The focus was shifted to internal staff development rather than external linkages due to 1) turnover through government in policy positions, and 2) vacancies related to the re-assignment of resources to other priorities and staff turnover within the OEC.

Indicators	2007-08 Accomplishments
Departmental infrastructure for delivery of policy is enhanced	Departmental organizational charts were updated and a further review of positions was completed to identify any positions that are related to policy development. A survey was developed to update the 2005 information collected from departments. In addition, jurisdictional survey information was collected and compiled. The OEC continued to support the development of new/restructured policy positions within government departments. Training was provided throughout 2007-08 to new policy staff concerning a number of government level requirements e.g. performance-based planning and reporting, commitments monitoring, horizontal planning, etc. Within the OEC, measures of workload were identified for future consideration and evaluation (number of papers, briefing notes, policy documents, consultation documents, discussion documents, etc.). As well, a project plan was approved for 2008-09 to complete a review including an assessment of the consideration of the quality of documents.
Work flow integration is further enhanced	Within the OEC, electronic dissemination of documents was implemented where possible to support enhanced workflows.
Leadership role in the clarification and application of policy lenses is continued	Throughout 2007-08 the OEC supported work related to a number of policy lenses. Advancements included: • Continued support for the implementation of the Rural Lens; • The provision of direction regarding the Intergovernmental Agreements authority requirement; • The provision of direction and supports on the implementation and monitoring of the Northern Strategic Plan; • Continued leadership on the implementation of the Poverty Reduction Strategy supported; and • Input provided into the assessment and development of Gender Based Analysis processes for government.

Indicators	2007-08 Accomplishments
Project management skills for executive officials are enhanced	The increased number of government-level policy initiatives has led to the requirement for enhanced project management skills for executive. Through various sources, government executive have identified this as a corporate priority. The OEC has played a leadership role in supporting the development of initiatives designed to enhance project management skills. Throughout 2007-08, significant project management supports were provided to departments through one-on-one meetings or through formal training sessions. Key topics included the assessment and interpretation of government commitments/initiatives, the development of project management spreadsheets/templates, the development of performance measurement frameworks, and methods for the approval and reporting of progress. In addition, the Transparency and Accountability Office has provided direct support on the management of departmental performance-based plans. The supports ranged from the development of initial performance monitoring frameworks to the development and implementation of branch and individual work planning processes. These processes are based on project management fundamentals such as ownership of responsibilities, time and cost assessments, scheduling of work, and the determination of key deliverables.
Processes for monitoring performance on priority government initiatives is enhanced	The OEC provided training and tools across government for the evaluation of government commitments. This is particularly challenging when government commitments cross departmental boundaries. In its role as a central agency, the OEC was able to work with multiple departments to ensure that processes are in place to monitor the progress of commitments made in the Speech from the Throne, Budget Speech, and government level initiatives such as the Energy Plan. This information can then be used to inform government's decision-making process. During the fall of 2007, following the election, staff within the OEC supported cross-departmental coordination in the execution of government directions, and provided the advice and recommendations to the Premier and Cabinet on the development, coordination and implementation of both new and existing policy. The Transparency and Accountability Office provided supports to government departments in the development of new strategic directions revised to include priorities communicated during the fall election. These directions were then used to inform 2008-2011 performance-based plans developed by all government entities. In addition, supports were provided on the development and/or implementation of a number of horizontal planning initiatives.

Discussion of Results:

Over the course of this planning cycle, the OEC has been assessing existing policy capacity within government and implementing mechanisms aimed at enhancing these processes. Significant progress has been made over the two year period. There have been enhancements to policy infrastructure throughout government with the addition of new positions and the refocusing of resources to meet increasing policy demands. In addition, a number of communications channels, tools and assessment procedures have been developed to support policy staff.

During this time, it has become apparent that increased demands combined with turnover in staff have resulted in a requirement for constant attention to this initiative in order to ensure that progress continues to be made. The approach to building capacity is incremental as the demands placed on government are always increasing.

Recent efforts have resulted in the development of mechanisms which will allow regular assessment of changing policy capacity needs and the associated learning and development opportunities. All existing and future efforts to improve staff understanding of policy development, performance evaluation, and decision-making processes will improve government's ability to assess data and provide thorough analyses and recommendations.

Issue 2: Integrated Planning

The 2006-08 Activity Plan identified a strategic direction focused on improved transparency and accountability of government entities. In response to this strategic direction, Goal #2 of the plan was developed to support integrated planning in government. Throughout this section of the report, information is provided which demonstrates the successful achievement of this goal and contribution towards the underlying strategic direction.

The 2007-08 fiscal year marked the final year of this goal. During 2007-08, the Transparency and Accountability Office devoted significant resources to support government entities in meeting their legislated requirements within the prescribed timelines. The work undertaken within the year included the development of:

- transition plans for public bodies;
- performance-based annual reports for government departments, central agencies and public bodies with a December 31, 2007 fiscal year end; and
- three-year performance-based plans for all government departments, central agencies and public bodies.

In the development of the planning documents identified above, emphasis was given to the advancement of environmental scanning and performance measurement practices. The efforts throughout the year formed a foundation that will be used to strengthen future planning and reporting practices.

Goal 2: By March 31, 2008 the Office of the Executive Council has provided a leadership role in ensuring the integration of planning into departmental and public body business practices.

Measure: Leadership role is provided

Indicators	Accomplishments
All departments are supported in the integration of multi-year performance-based planning and operational planning into their routine practices	Through the provision of training, feedback, facilitated sessions, and development of various tools/resources all government departments were supported in the integration of planning into routine business practices. Specific focuses included the enhancement of performance measurement practices, multi-year performance-based planning, performance-based reporting, and work and operational planning.

Indicators	Accomplishments
All departments have capacity required to measure performance	The development of performance-based plans and reports are dependent on performance measurement capacity. While all departments had been measuring various types of performance in the past, the legislation introduced new requirements which linked performance components specifically to the planning and reporting processes. In several cases, the categorization of entities also required performance reporting at a higher level, i.e., towards outcomes. Staff within the Transparency and Accountability Office provided a number of services which supported the overall performance capacity of departments including: • Tools to assist with the development of performance frameworks; • Logic modeling to support the identification of new or revised indicators; • Feedback on, and assessment of, particular performance measures; and • General information on good performance measurement practices, i.e. validity, reliability, etc. All departments were supported in the completion of a transition plan and the development of two performance-based annual reports – the implementation capacities required under the *Transparency and Accountability Act*.
All departments are tabling annual performance reports outlining achievement of the multi-year performance-based plans	During the course of this planning cycle, all departments and central agencies of government tabled annual performance reports that were tied directly to priorities identified in transition plans. The Transparency and Accountability Office played a critical role in both the development and tabling of these documents. More specifically, staff took all steps necessary (e.g. feedback, guidelines, newsletters, and direct communication with the House of Assembly) to ensure compliance with legislative and policy requirements, thereby assisting departments in meeting established deadlines.

Indicators	Accomplishments
Public bodies are supported in aligning with the planning and reporting requirements of the *Transparency and Accountability Act*	There were a number of challenges associated with supporting public bodies in meeting the requirements of the *Transparency and Accountability Act*. Many boards are provincial/regional in nature and/or meet in various locations throughout the province. Thus staff were often required to travel, and to conduct meetings and/or sessions during non-working hours as this is when these boards typically met. Supports including the provision of general information, pre-planning, planning, reporting, and follow-up/feedback sessions were provided. While many of these support services were provided directly to the public bodies, some were provided indirectly through a departmental representative. A key change for many public bodies was the fact that plans and reports are now the responsibility of the governing body. This resulted in a significant requirement for training. As well, support services had to be tailored in light of the governance structure and the mandate of the public body. Great efforts were made by the staff to assist public bodies in meeting legislative requirements while also supporting them in meeting their unique planning and reporting needs. Identifying key contacts and establishing effective working relationships was fundamental to providing support to public bodies. Over the course of this planning cycle, relationships with public bodies were strengthened which facilitated the successful implementation of the transition requirements of the *Transparency and Accountability Act*. These relationships will also support future advancements in government's planning and reporting processes.

The successful implementation of the transition requirements of the *Transparency and Accountability Act* was due in large part to the performance targets met during the 2007-08 fiscal year. The specific results achieved during 2007-08 are outlined below.

2007-08 Objective: By March 31, 2008, the Office of the Executive Council has provided a leadership role in ensuring the integration of planning into departmental and public body business practices.

Measure: Leadership role is provided

Indicators	2007-08 Accomplishments
Professional development activities are provided	Quarterly meetings are normally held with departmental representatives to share information and provide support/training at the various stages of both planning and reporting cycles. Given that this year marked the end of the legislated transition period, a total of six meetings were held. These additional meetings focused on time sensitive topics such as strategic directions and performance reporting. A series of newsletters were distributed to departmental and public body officials. These newsletters are designed to provide information on various topics involved in the implementation process as they emerge. Topics covered in the 2007-08 timeframe included data collection and validation, and the importance of choosing good performance indicators. Upon request, staff provided 45 general information sessions to both departmental and public body representatives. These sessions covered a number of topics including introductory information concerning the *Transparency and Accountability Act*, general professional development for new staff and training in the development of performance-based annual reports. As government entities align with the requirements of the *Transparency and Accountability Act*, various types of performance measurement processes and monitoring frameworks are being developed. Upon request, staff within the Transparency and Accountability Office provided support to a number of departments and public bodies through the facilitation of 15 formal sessions as well as a large number of informal processes (i.e. meetings, and other correspondence). In addition, new learning components were added to the general presentations delivered during planning workshops (e.g. logic modeling, strategy mapping and outcome identification).

Indicators	2007-08 Accomplishments
Facilitation supports are provided for all planning activities	Fiscal year 2007-08 marked the third year of the transition period identified in the *Transparency and Accountability Act*, a year that was primarily focused on category three government entities. Facilitation supports provided to these entities were tailored to meet the specific needs of the entity. For large entities, pre-planning and planning supports were typically provided on separate occasions. Alternatively, for small entities the support processes often ran together and were often less defined. During 2007-08, a total of 129 pre-planning, planning and follow-up sessions were held with government entities. In many cases, the supports provided also included the development of workbooks and other preparatory materials designed to facilitate the development of the performance-based plans. Staff of the Transparency and Accountability Office also provided direct support related to the development and implementation of a number of interdepartmental planning initiatives. Overall, a total of 57 meetings/ sessions were held with departmental representatives. Key topics included the development of performance frameworks and priority setting practices across departments.
Feedback is provided on all draft documents	Under the *Transparency and Accountability Act*, Ministers are responsible for the review of plans and annual reports. In support of this requirement, the Transparency and Accountability Office reviews the plans and reports for compliance with the *Act*. Throughout 2007-08, 130 annual reports and 136 performance-based plans were officially reviewed by the Transparency and Accountability Office. Also, feedback was provided on many of these plans and reports at multiple stages in their development. In addition to the review processes identified above, staff also met with government entity staff to discuss feedback and to identify areas or opportunities for improvement. These, often informal, discussions occurred continuously throughout the year.

Indicators	2007-08 Accomplishments
Departments and public bodies are supported in the integration of planning processes into departmental business processes	Strategic directions represent the priorities of government as communicated by the responsible minister. All plans supported under the *Transparency and Accountability Act* during 2007-08 were developed in consideration of these strategic directions. This process is a means to ensure that government priorities are being assessed and incorporated into planning processes. The Transparency and Accountability Office provided professional development, tools and, upon request, direct support in the development of these directions. Upon request, staff facilitated the development of operational plans. These plans outline the priorities for the Deputy Ministers of government departments or the Chief Executive Officers of public bodies. In addition, the Transparency and Accountability Office collaborated with the Centre for Learning and Development in the initial development of work planning processes for branches, divisions, and individuals within select government departments. It is through the development of work plans based on strategic and operational priorities that planning processes become integrated into departmental business practices. During 2007-08, efforts were underway within departments and public bodies to develop 2008-11 plans. Government entities were encouraged to strengthen environmental scanning processes as a means of ensuring that priority setting practices are based on comprehensive information from both internal and external sources. The integration of environmental scanning into departmental business processes provides entities with better information which can then also be used for other purposes (e.g. budget and human resources planning). The Transparency and Accountability Office directly and indirectly supported environmental scanning practices during 2007-08 for a number of government departments.

Discussion of Results

Many government entities have been planning and reporting for a number of years. However, the processes used often varied from entity to another and were typically designed to meet multiple purposes. A crucial first step in the implementation of the *Transparency and Accountability Act* was to develop and implement standardized planning and reporting practices which included requirements necessary to meet the intent of the *Act*. Significant supports were provided over the 2006-08 period to align these processes. Through the development of documentation, extensive information sharing practices and customized, direct support services, entities are now developing plans and reports that meet legislative requirements.

Fundamental to the development of these documents was the enhancement of performance measurement practices. As entities examined past practices, set priority focus areas for change, clarified roles and responsibilities, and identified indicators of future success, they were collecting valuable information that could then be used for integration into budgeting, human resource, policy development and other core services of government. This integration combined with the presence of public plans and performance reports represents a significant increase in the transparency and accountability practices of government entities.

Issue 3: Human Resources Development

The Office of the Executive Council provides leadership to the public service. In particular, it is responsible for ensuring that the public service is ready and capable of implementing government's agenda. Other agencies are involved in this mandate as well, particularly the Public Service Secretariat and the Public Service Commission. Individual departments and agencies are also responsible for human resource planning and development related to their own mandates.

Goal 3: By March 31, 2008, the Office of the Executive Council has demonstrated leadership in improving the human resource capability of the public service to implement the agenda of government.

Measure: Demonstrated leadership

Indicators	Accomplishments
Deputy Ministers' Committee on Human Resource Management has overseen the preparation of a new Human Resource Strategy for government	The Human Resources Strategy was developed and approved by the Deputy Ministers Committee on Human Resources which is Chaired by the Clerk of the Executive Council. The Strategy and implementation plan are being prepared for Treasury Board submission.
The human resource accountability framework for Deputy Ministers is implemented	A new Human Resources Accountability Framework was developed. All Deputy Ministers were required to report on departmental human resource management activities for the year. The annual reporting to the Clerk informed discussions with Deputy Ministers relating to human resources management.

Indicators	Accomplishments
Public servants are aware that human resource development is a management priority	The Clerk provided leadership to a number of initiatives which reinforce the message to the public service that human resource development is a priority. Two specific initiatives during 2007-08 were: 1. The Public Service Award of Excellence (PSAE) which highlights the work of public servants in the provision of quality programs and service delivery to the residents of this province. The OEC led the revision of the PSAE to ensure the award criteria were consistent with public sector values. The Clerk's speech at the PSAE ceremony highlighted the importance of employee recognition. 2. The Clerk endorsed the development and supported the implementation of a Work Environment Survey conducted in 2007-08. The survey was a government wide initiative to collect information. Using the Public Service Network, all employees were notified of the importance of this survey. The survey included queries related to opportunities for training and development. The results of the survey will assist in defining appropriate and effective human resource programming, and strategy development and implementation for both individual departments and corporate initiatives. The importance of human resource development is communicated through other mechanisms including the: • advertisement of learning opportunities through the Public Service Network; • continued support (including financial) of learning and development plans; • ongoing provision of the Resource Management Package which all managers are required to participate in; and • implementation of performance enhancement activities to support workforce planning. At the executive level, the importance of human resources development as a management priority has been reinforced through the executive leadership competencies and references in the Executive Handbook.

Indicators	Accomplishments
Leadership role in the implementation of Year 1 of government's Human Resource Strategy	The period covered by this goal was focused on the development and initial implementation of the corporate human resources strategy. The planning process conducted by departments informed the corporate strategy by identifying departmental human resource concerns and challenges. Research was then conducted to ensure that appropriate interventions and strategies were identified to address the identified concerns and challenges. These foundation documents and activities were necessary to prepare for implementation of the strategy. The Clerk played a leadership role in the establishment of implementation processes and moving forward on the key priorities. Initial priorities included: • Support provided to the work environment survey to provide a baseline to be used in the evaluation of human resources strategies. • Leadership provided for the activities of the Deputy Ministers Committee of Human Resources, for example – organizational development initiative and funding of departmental learning and development programs. • Enhanced leadership of the public service was supported through the use of learning and development plans to provide opportunities for the continued development of executives. • Work begun on initiatives related to workplace health and safety, and priority funding was provided for departmental initiatives with respect to training for occupational, health and safety through the organizational development initiative.

The successful leadership of human resources management was due in large part to the performance targets met during the 2007-08 fiscal year which built on the success of 2006-07 initiatives. The specific results achieved during 2007-08 are outlined on the following pages.

2007-08 Objective: By March 31, 2008, the Office of the Executive Council will have ensured that the activities under the human resource framework are operational and the alignment between the capacity of the public service and government's agenda has improved.

Measure 1: Activities under the human resource framework are operational

Indicators	2007-08 Accomplishments
Implementation plan for the new corporate human resource strategy is approved	During 2007-08, the 2008-2011 Human Resources Strategy was developed and approved by the Deputy Ministers Committee on Human Resources which is Chaired by the Clerk of the Executive Council. The Committee provided direction to the initiative as well as feedback at various stages. A high level implementation plan was approved by the Deputy Minister of the Public Service Secretariat. An action plan will also be prepared for Treasury Board consideration outlining priority issues. Detailed implementation and action planning will continue throughout the strategy implementation period.
Departmental workforce plans are implemented	Workforce planning was endorsed by the Deputy Ministers Committee on Human Resources Chaired by the Clerk. At the corporate level, the Public Service Secretariat is supporting implementation by developing and providing supports such as "tool kits" to assist with human resources planning and undertaking major policy revisions / development to respond to issues identified through workforce planning or in response to changes in the environment. On a departmental level, Human Resources Units are supporting implementation and departmental workforce plans were completed. A Human Resources Planner in each of the five units is dedicated to support implementation of their respective workforce plans.

Indicators	2007-08 Accomplishments
Learning plans are initiated	The corporate Executive Development Strategy was approved by the Clerk for implementation. The activities during 2007-08 are outlined below: • Learning plans for Deputy Ministers and Assistant Deputy Ministers were submitted to the Centre for Learning and Development at the request of the Clerk. The Clerk received regular updates on the progress of these learning plans and communicated directly with executive on their learning plans. A discussion of learning plan progress was one component of the performance evaluation for Deputy Ministers. • Presentations were provided to Deputy Ministers and corporate learning activities are being actioned. • An Executive Development Strategy was launched February, 2008. Following the launch, the first Executive Café learning opportunity was held in March, 2008. • An Executive Handbook has been developed and circulated to all executive. It is used an orientation tool and requires one-to-one sessions with officials in a selection of key government operational and business practice areas. • 760 managers throughout the province were active in mandatory training (Resource Management Package).
Key success factors are actioned and monitored	Priority initiatives have been identified to ensure the human resources framework is progressing as approved/led by the Deputy Ministers Committee on Human Resources which is Chaired by the Clerk. Key success factors, noted below, are being actioned and monitored: • Executive Development Strategy; • Workforce Plans; and • Performance Enhancement activities. An accountability framework for the Human Resources Strategy has been developed and performance measures and indicators are currently under development. Tools to assist with alignment and performance enhancement have been developed and are being implemented. A work environment survey was conducted to provide a baseline and results are being analyzed.

Indicators	2007-08 Accomplishments
Public Service Commission recruitment activities are aligned with the corporate human resource strategy	The Clerk of the Executive Council is responsible to ensure the human resources function is optimally structured. Through the Clerk's role as Chair of the Deputy Ministers Committee on Human Resources, direction was provided and updates received on the progress of the new organizational model for delivery of human resources services. As a result of the implementation of this new model, the Public Service Commission has assumed responsibility for recruitment. To increase government competitiveness with respect to the attraction of top talent the following activities are ongoing. • Career Expos and participation in career fairs have been facilitated and coordinated by the Public Service Commission. • The Public Service Commission is also developing targeted recruitment strategies for critical skills acquisition and is working in partnership with the Public Service Secretariat on initiatives related to the development of specific strategies such as immigration and diversity.
Employee recognition is aligned with corporate priorities	2007-08 was the first year the revised criteria focusing on public sector values were used for the Public Service Award of Excellence. The 2008-2011 Human Resources Strategy includes an objective relating to complementing the Public Service Award of Excellence
Evaluation framework for the corporate human resource strategy is in place	Evaluation is a continuous improvement process. During 2007-08, an accountability framework was developed. The associated performance measures and indicators for specific initiatives were being developed at year end. The measures and indicators will provide a basis for assessment of future action requirements. The Clerk will receive regular reports on progress. Strategic and operational plans are the foundation for the Performance Enhancement Program, which is currently available for use by departments. The Performance Enhancement Program is one component of the overall evaluation framework.

Measure 2: Improved alignment between public service capacity and government's agenda

Indicators	2007-08 Accomplishments
Key success factors of the corporate human resource strategy are actioned and monitored	The new organization model for human resources delivery was implemented. Work is continuing on the development of this model and a number of specific human resources programs are being actioned and monitored: • Executive Development Strategy is in place; • Workforce plans have been developed; • Performance Enhancement activities are progressing; • Work Environment Survey conducted and preliminary analysis completed; • Review of policies initiated; and • Work has commenced on a corporate orientation program. These programs will provide information to assess the alignment of the public service capacity with departmental goals and objectives.
Learning activities are underway	Corporate learning activities currently underway include: • Leadership and Management Development; • Resource Management Package; • Executive Development; • Performance Enhancement Curriculum Delivery; and • Rural Lens application training. These activities, selected based on needs identified through work force planning, priorities in the Executive Development Strategy, etc will improve the alignment of capacity with government's agenda. Furthermore, departments are conducting program specific training to supplement this.

Discussion of Results:

The interaction between employees and their work environment can have a significant impact on organizational productivity and output. Sustaining a high performance workplace where organizational productivity and output is superior and employees are supported, respected, and proud of their work is essential for the effective delivery of services to the public. The effective management of human resources will assist government in achieving its goals, and in retaining and attracting highly skilled and knowledgeable people.

This is an important consideration as major shifts in trends for retirements, the age of the population, and labour supply and demand have necessitated a change in our approach to human resource management. By understanding the human resource dynamics within its organization and in the labour market, government will be able to lay the groundwork for a renewed, approach to human resource management.

With this in mind, the Clerk has provided leadership to ensure that there are processes in place to assess the needs and provide mechanisms to meet those requirements. The primary mechanism was the development of a Corporate Human Resource Management Strategy (HRMS) with the intent of ensuring that the Government of Newfoundland and Labrador has available to it a public service that is engaged in, and focused on, the delivery of excellence in services and programs to the residents of this province. Aligning the work of the core public service with the strategic goals and objectives of the organization is the goal of the corporate Human Resources Management Strategy and also a primary objective of government. The actions taken in 2007-08 as outlined above are progressive efforts to ensuring we have a public service focused on delivering excellence.

Issue 4: Communications and Consultation

The Communications and Consultation Branch (the "Branch") of the Office of the Executive Council was established in 1996. During the 12 years since then, the Branch has played a leadership role in enhancing government communications, leading to significant improvements in the overall effectiveness of communications policies and procedures.

Goal 4: By March 31, 2008, the Office of the Executive Council will have revitalized its communications and consultative support function.

Measure: Revitalized communications and consultative support function

Indicators	Accomplishments
Renewed role and mandate of Communications and Consultation Branch	With the appropriate budget allocation and subsequent approval from the Public Service Secretariat of a restructuring plan, the Branch has a renewed role and mandate to guide its operations. The new structure separates strategic and operational functions, supports better defined roles, and provides the capability to address gaps in service and be proactive on new capacity building initiatives.
More efficient operations and more effective organizational structure of the Branch	With a restructuring plan in place, the Branch moved forward with the groundwork for implementation. This involved assigning duties, responsibilities and establishing reporting structures for individual positions to address the changing demands on the Branch.

While the Branch has built upon successes of 2006-07 initiatives, advancement was impeded by position vacancies. Once human resource issues have been fully addressed it is anticipated that progress on identified objectives will be expedited. The progress on planned objectives during 2007-08 is outlined below.

2007-08 Objective: By March 31, 2008, the Office of the Executive Council will have enhanced the overall capacity of the Communications and Consultations Branch to provide a more effective leadership role in strategic communications.

Measure: Enhanced capacity to provide a more effective leadership role in strategic communications

Indicators	2007-08 Accomplishments
Internal professional development activities are underway	In a continued effort to provide leadership in communications throughout government, staff participated in the following professional development activities: • Communications and Consultations Branch staff participated in training courses when available. • Directors of Communications participated in International Association of Business Communicators professional development seminars when possible. The Branch coordinated and led in-house media training for new Ministers. New communications staff throughout government participated in a House of Assembly orientation session with House of Assembly officials. This was a valuable session designed to introduce new communications staff to the rules and procedures of the House and will become a regular practice with new staff.
Further review completed on the Editorial Style Guide	The planned review was interrupted by vacant positions at the Branch. While policies for editorial style consistency have been implemented, further work is required and planned for 2008-09 on an official reference document.
Initiated the development of a photo bank	There have been preliminary discussions at the Branch on the approach for the development of a photo bank that can service all government departments. While the Branch has identified the technical abilities to maintain this database, the next step will be to engage Directors of Communications in departments to identify current resources and future image needs.
Implemented organizational structure changes arising from review of role and mandate	A restructuring plan was approved by the Public Service Secretariat and implementation was initiated. On two occasions, expressions of interest competitions were conducted to establish an eligibility list for Director of Communication positions. These organizational changes when fully implemented will enhance the capacity of the Branch in their leadership role for communications.
Organization and delivery of in-house workshops for junior communications staff	An in-house workshop was conducted for junior communications staff as a part of internal professional development activities. Once the new organization structure is fully implemented and staffed, further opportunities will be provided.

Discussion of Results:

In 2007-08, routine activities at the Branch were maintained during the transition process of restructuring staff responsibilities to enhance the Branch's ability to be more strategic in providing communications and consultations support and advice. Transition activities, while time consuming, have positioned the Branch to continue to advance on a path toward improved effectiveness and efficiency in an environment of ever-evolving operational and technological requirements.

While the path toward revitalizing communications and consultative support has been determined, it is recognized that optimal progress was impeded by human resource challenges. With a resolution to those challenges near reach, and the expectation that the Branch will soon be operating at capacity, further progress on identified objectives is imminent.

ADDITIONAL HIGHLIGHTS AND ACCOMPLISHMENTS

Cabinet Secretariat

The 2006-08 Activity Plan identified a strategic direction focused on improved effectiveness and efficiency of government. The OEC is responsible for coordinating policy activities, the development of responses to government level issues, and as required, the implementation of strategic directions related to horizontal initiatives. Through various coordination efforts, staff ensure consistency in the application of government policies and procedures. It is through such activities that the OEC improves the effectiveness and efficiency of government.

In accordance with these OEC responsibilities, Cabinet Secretariat frequently exercises a leadership role in accountability activities that span multiple government entities. This coordination role can take varying forms from leadership to support, whether directly or indirectly involved, and usually occurs with emerging issues. As these issues arise, resources are re-allocated as needed on a priority basis.

On June 7, 2007 Premier Williams publicly released Chief Justice Derek Green's report *"Rebuilding Confidence: The Report of the Review Commission on Constituency Allowances and Related Matters"*. While the bulk of the report related to the House of Assembly there were several specific recommendations related to, or requiring the involvement of, the Executive Branch of Government. Cabinet Secretariat provided a leadership and coordination role to ensure these recommendations were assessed and implemented. This work required significant unplanned effort from Cabinet Secretariat and required the re-assignment of resources from other activities to facilitate timely implementation.

Most notably, Justice Green's Recommendation 65(2) recommends that 'All other expense reimbursement regimes, such as those applicable to Ministers and Parliamentary Assistants, should be designed in such a manner that they complement the floor of allowances applicable to MHAs as Members and do not permit, as a result of the rules or their application, double claiming for the same expense or leaving legitimate expenses not reimbursed.' As a result, the Cabinet Secretariat led a review of the expense reimbursement policies applicable to Ministers and Parliamentary Secretaries and the Parliamentary Assistant.

As part of its continued commitment to openness and accountability, government publicly released Ministerial Expense Reimbursement Policies on December 14, 2007. The policies apply to members of Cabinet and represent the first time these policies have been consolidated into one document and made public. The development and dissemination of these policies had been supported by the Cabinet Secretariat working with a ministerial committee. Also training activities were under taken by Cabinet Secretariat.

Establishment of the Lieutenant Governor

The Lieutenant Governor represents the Queen as Head of State and holds executive powers on behalf of the Crown in Newfoundland and Labrador. In addition to his constitutional and legal responsibilities, the Lieutenant Governor undertakes a wide variety of ceremonial, official and community functions; serves as patron of various non-profit organizations; presides at and/or presents awards and confers honours, addresses gatherings of various kinds of cultural events and military and civilian ceremonies; and regularly travels throughout the province.

In 2007-08, the Honourable Edward Roberts, ONL, QC, was succeeded in office by the Honourable John Crosbie, PC, OC, ONL, QC.

During their last year in Government House, His Honour, the Honourable Edward Roberts, ONL, QC, and Her Honour, the Honourable Eve Roberts, between them, participated in nearly 370 meetings, ceremonies and events, most of which were hosted at Government House. Most notable among these were:

- the Order of Newfoundland and Labrador investiture;
- receiving the oaths/affirmations of the Members of the House of Assembly for the 46th General Assembly;
- receiving the oaths/affirmations of the Cabinet; and,
- on behalf of Her Excellency, the Right Honourable Michaëlle Jean, C.C., C.M.M., C.O.M., C.D., Governor General and Commander-in-Chief of Canada, presentation of Caring Canadian Awards.

On February 4, 2008, the Honourable John Crosbie, PC, OC, ONL, QC, was installed as Lieutenant Governor of Newfoundland and Labrador in a ceremony at the House of Assembly. In the short time between taking office and the end of 2007-08, His Honour, the Honourable John Crosbie, PC, OC, ONL, QC, and her Honour, Mrs. Jane Crosbie participated in 25 events, meetings, and ceremonies. The two most notable among these were when His Honour received the oaths/ affirmations of Cabinet and when His Honour delivered the Speech from the Throne at the opening of the First Session of the 46th House of Assembly.

In 2007-08, the Lieutenant Governor's Establishment (Government House) was supported by a full time staff of 12, and was assisted by 28 volunteer Aides-de-Camp and five volunteer tour guides.

Protocol Office

In 2007-08 the Protocol Office coordinated 14 diplomatic and consular visits, including visits from:

- H.E. Otto Ditz, Ambassador of Austria;
- H.E. LU, Shumin, Ambassador of China;
- H.E. Daniel Jouanneau, Ambassador of France;
- H.E. Poul Kristensen, Ambassador of Denmark;
- H.E. Matthias Höpfner, Ambassador of Germany and Consul General Jörg Metger;
- H.E. Geir Haarde, Prime Minister of Iceland and H.E. Markus Antonsson, Ambassador of Iceland;
- H.E. Alan Baker, Ambassador of Israel;
- H.E. SHIN, Gil-sou, Ambassador of Korea;
- H.E. Jose Brillantes, Ambassador of The Philippines;
- Mr. Harold Foster, Consul General of the United States of America;
- Mr. Hans Glaubitz, Consul General of The Netherlands;
- Mr. Martin Hill, British High Commission; and,
- Mr. Andrew O'Henley, British High Commission.

In addition there were five visits which were postponed due to unforeseen circumstances. These included dignitaries from Japan, Kenya, Indonesia, New Zealand, and a second request from Germany.

The Protocol Office also:

- Assisted with the co-ordination of the Public Service Award of Excellence.
- Initiated the co-ordination of the fifth call for nominations for The Order of Newfoundland and Labrador. The Protocol Office was the principal division responsible for receiving, acknowledging, and preparing nominations for forwarding to the Advisory Council.
- Coordinated the fourth investiture of the Order of Newfoundland and Labrador at Government House.

- Coordinated the swearing-in ceremonies for new ministers of the Crown.
- Coordinated the swearing-in ceremonies for the new government.
- Coordinated the fifth installation of a new Lieutenant Governor.
- Is the principal division responsible for receiving, acknowledging and preparing nominations for the Newfoundland and Labrador Award for Bravery for the review committee.

Financial Administration & Strategic Human Resource Management

The Financial Administration and Strategic Human Resources Management Divisions are located within the Office of the Executive Council and report directly to the Clerk of the Executive Council. However, in addition to providing support to the Office of the Executive Council (OEC), the Financial Administration and the Strategic Human Resource Divisions provide support to the following departments and agencies: Office of the Premier; Department of Business; Department of Finance; Intergovernmental Affairs Secretariat; Department of Labrador and Aboriginal Affairs; Office of the Chief Information Officer (OCIO); Public Service Commission; Public Service Secretariat; Rural Secretariat; and, Women's Policy Office. In 2007-08 two entities, the Voluntary and Non-Profit Secretariat, and the Newfoundland and Labrador Research and Development Council, were added to the responsibilities for both divisions. All of these entities together involve approximately 800 employees and a budget in excess of $824 million.

Financial Administration

The total budget under the responsibility of the Financial Administration Division for 2007-08 was in excess of $824 million. The division also provides advisory services to approximately 60 executive level positions.

During this past year, the division was able to conduct it business and provide advisory services, while at the same time it was involved in the planning and transitional moves around the new corporate government-wide model.

A key initiative undertaken to improve internal controls and provide a self-service environment was the implementation of an electronic travel claim management system. Over this past year the division worked closely with the Office the Comptroller General on the pilot project for this implementation, and also coordinated support to employees using the travel claim management system.

Strategic Human Resource Management

Highlights and accomplishments of the year featured the establishment of various committees including departmental workforce planning committees, an interdepartmental learning and development committee, as well as occupational health and safety committees throughout the sector. Committee representatives are working diligently to ensure that our corporate culture and working environment supports the achievement of individual as well as organizational goals.

During 2007-08, 194 positions required recruitment action which represents 24% of the positions within the sector and a total of 565 other staffing actions (student hires, temporary assignments, extensions to existing positions etc.) were processed through the division. In addition, 153 positions were evaluated for classification purposes.

The division has taken a leadership role in ensuring that employees of Executive Council are apprised of the latest trends in human resource management and are aware of available human resources supports and services. Throughout 2007-08 the division facilitated interactive forums for executive, directors and managers. These forums, "In The Know Days", increase awareness of the roles and functions within the new human resources structure and are intended to enhance collaboration and increase the fluidity of human resources services throughout Executive Council. To date, feedback has been very positive and the division intends to conduct ongoing sessions for new employees in 2008-09.

To establish a learning culture which supports the ongoing development of all employees, in addition to our regular learning and development opportunities, the division established a resource library during 2007-08. The library contains leading edge human resources information which is available in various media forms designed to meet the individual needs of those employees interested in independent research or study. The collection is a work in progress and contributions are welcomed.

The Strategic Human Resource division is looking forward to ongoing collaboration and the enhancement of strategic partnerships within Executive Council during 2008-09.

OPPORTUNITIES AND CHALLENGES AHEAD

Opportunities

The Office of the Executive Council will move forward in a number of areas during the 2008-09 fiscal year. Continuing to build on initiatives to enhance policy capacity, there will be opportunities to facilitate networking, training, and the sharing of information to support policy capacity within the public service.

The retirement eligibility and associated turnover within the Executive Council, and generally throughout the public service creates an opportunity to ensure new staff are provided a thorough orientation through development opportunities and mentoring. Furthermore, with the development of the new corporate human resource strategy, government is now well positioned to improve the alignment of the public service's capacity with government's agenda.

With transition requirements of the *Transparency and Accountability Act* now in place, efforts can be directed to further enhance planning and reporting processes of government entities. The information gathered during the three-year transition period of the Act can be used to support the development of new resources and documentation. As well, the mechanisms for communication and professional development that were put in place can now be used to support further enhancements to performance measurement and the overall sharing of best practices.

Challenges

To ensure that the Office of the Executive Council continues to be responsive to the needs of its primary clients and effectively fulfill its mandate, it must be cognizant of any potential obstacles that may hinder these objectives and be aware of any opportunities that may assist the OEC in improving its function.

The diversity of the programs and services delivered by the public service requires an informed, adaptive and timely approach that is both responsive to the unique needs of departments and meets the information requirements of the Premier and Cabinet. In its leadership role, challenges are anticipated as the OEC supports the effective leadership of the government and the implementation of policy capacity building activities across the public service.

Once of the anticipated challenges with respect to capacity building is the retirement eligibility within the OEC over the next three to five years. Currently, 27% of staff are eligible for retirement within the OEC. Continuing to work on strategic issues while ensuring succession plans are in place, corporate knowledge is retained, and time is provided to mentor incoming staff will require concerted attention.

There is also a specific challenge with respect to recruiting policy resources. As retirements result in turnover of staff there are two issues of consideration: staff moving from one position to another resulting in increased turnover internally; and an increasing percentage of external entrants. As more of the policy positions are filled externally there is a need to ensure policy capacity building initiatives contain components for staff new to government. Further, it will be necessary to ensure recruitment practices are structured to attract the highest level candidates.

With respect to planning and reporting, the OEC is continually challenged to ensure that the support services provided are reflective of current legislative and policy requirements and responsive to the needs of the entity. As well, the enhancements to provincial practices must always be aligned with trends and advancements occurring in other jurisdictions.

A specific challenge exists within the Financial Administration Division. In line with government's strategic planning, over the next few months the Division will be moving toward a new corporate environment. While in transition, some challenges exist for the division in relation to increasing workloads and staffing. Retention of staff at clerical levels and attracting staff to management levels are being addressed on a temporary basis as required until the corporate changes are made. In order to serve all clients in a timely manner, staff have to be flexible and shift priorities as required.

FINANCIAL STATEMENTS

Expenditure and revenue figures included in this document are based on public information provided in the **Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2008**
(unaudited)

	Actual	Estimates	
		Amended	Original
	($)	($)	($)
The Lieutenant Governor's Establishment Government House (1.1.01-1.1.02)	643,486	678,100	668,100
Cabinet Secretariat (2.2.01-2.2.06)			
Executive Support	1,505,839	1,640,400	1,591,100
Planning and Coordination	267,472	442,700	462,700
Economic and Social Policy Analysis	529,874	767,200	767,200
Advisory Councils on Economic and Social Policy	-	98,100	127,400
Protocol	234,771	347,000	347,000
Public Service Development	23,046	30,000	30,000
Total	2,561,002	3,325,400	3,325,400
Communications and Consultations Branch (2.4.01)	735,242	876,200	876,200
Financial Administration and Human Resource Support (2.5.01-2.5.02)			
Financial Administration	660,425	850,750	864,900
Strategic Human Resource Management	946,489	1,130,450	797,700
Total	1,606,914	1,981,200	1,662,600
Total: Office of the Executive Council	**5,546,644**	**6,860,900**	**6,532,300**

Note: The audited financial statements will be made available to the public when **Volume II - Consolidated Revenue Fund Financial Statements** is tabled in the House of Assembly.

APPENDIX I: LEGISLATIVE FRAMEWORK

The mandate of the Office of the Executive Council is informed by the following legislation:

Legislative Responsibility:

- *Bravery Award Act*
- *Conflict of Interest Act, 1995*
- *Executive Council Act*
- *Financial Administration Act*
- *Holocaust Memorial Day Act*
- *Newfoundland and Labrador Act*
- *Order of Newfoundland and Labrador Act*
- *Parliamentary Assistant Act*
- *Parliamentary Secretaries Act*
- *Public Employees Act*
- *Volunteer Service Medal Act*
- *Volunteer War Service Medal Act, 1993*

Other Legislation that Influences the Work of the Office:

- *Access to Information and Protection of Privacy Act*
- *Transparency and Accountability Act*